Nova Scotia

ANNUAL REPORT

for the fiscal year ending March 31, 1988

Civil Service Commission

89-05799/

To His Honour

The Honourable Lloyd R. Crouse, P.C.
Lieutenant-Governor of Nova Scotia

May It Please Your Honour:

I have the honour to submit herewith the Report of the Nova Scotia Civil Service Commission for the year ending March 31, 1988.

I have the honour to be Sir,

Your obedient servant,

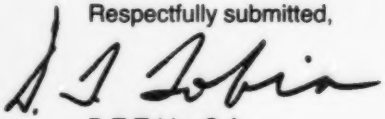
Terence R.B. Donahoe, Q.C.
Minister in Charge of Administration
of the Civil Service Act

The Honourable Terence R.B. Donahoe, Q.C.
Minister in Charge of Administration
of the Civil Service Act
Province of Nova Scotia

Sir:

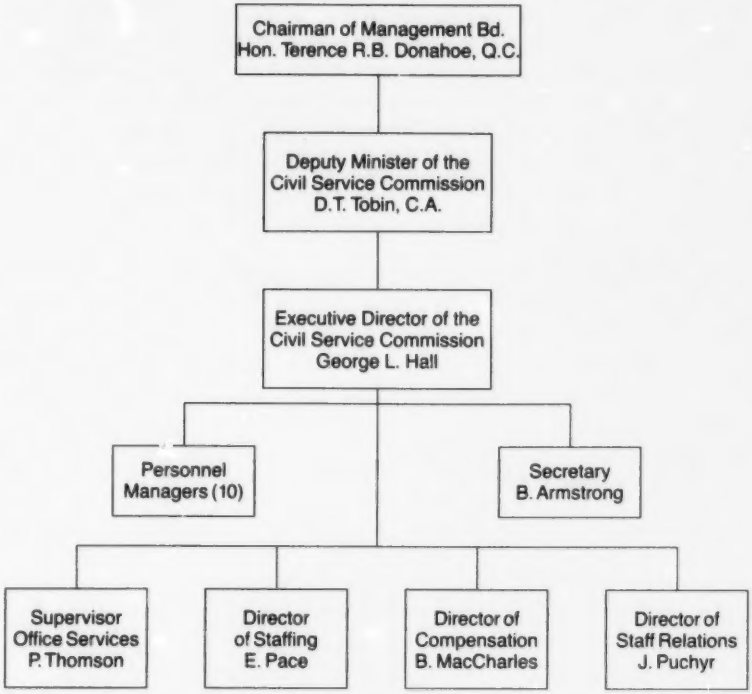
I have the honour to present the Annual Report of the Civil Service Commission for the year ending March 31, 1988.

Respectfully submitted,



D.T. Tobin, C.A.
Deputy Minister

Organizational Chart Civil Service Commission



STAFFING DIVISION

Division Function

The Staffing Division is responsible for developing and administering policies and programs which are responsive to the needs of government as they relate to staff recruitment and selection; staff transfer and career counselling; succession planning and executive recruitment; counselling and placement of surplus employees; Affirmative Action initiatives; human resource training and development; and the provision of attendant management consulting services. The Division also provides employment and information services to the general public.

These services are organized and delivered through three operating sections:

- Departmental Staffing
- Affirmative Action
- Human Resource Development

DEPARTMENTAL STAFFING

Staffing Objectives

Through delivery of its Departmental Staffing Program, the Division strives to ensure appointments to the Nova Scotia Civil Service are made in accordance with the principles of merit and equal opportunity. In keeping with this philosophy, the goal of the program is to equip Civil Service managers with the skills, resources and information necessary to make competent, defensible staffing decisions, while recognizing the value of employee mobility in achieving optimum staff performance, and the right of any citizen to have reasonable access to Civil Service employment competitions, within the concepts of fairness and reasonableness.

Recruitment and Selection

A total of 1051 position vacancies occurred this year, attracting more than 30,000 applicants. 1105 appointments have been made to-date. Division staff participated directly on 86 interview boards and as well, devoted substantial time to the recruitment of casual staff to fill short-term vacancies.

Notably, the Division successfully undertook a concentrated effort to staff the Nova Scotia Youth Centre in Waterville, Kings County, N.S. This newly constructed correctional facility is designed to meet the special needs of the young offender. In excess of 2700 applicants responded to publicity for the Centre's 112 staff positions.

The Waterville project—the largest singular staffing exercise in recent years—will be remembered as a demanding test and commendable demonstration of corporate cooperation. The contribution of Division staff, the Department of Solicitor General, and others who participated in this effort is gratefully acknowledged.

Notwithstanding the general enthusiasm of the job-seeking public described above, staff recruitment in several of the health specialties, including physiotherapy, pharmacy, psychology, occupational therapy and respiratory technology, remains frustrated by national skill shortages.

Employment Services to the Public

The Division conducted 968 general interviews with individuals seeking information concerning Civil Service Employment and information on the selection process. The Division provided guidance regarding the preparation necessary to compete effectively for available positions. Similarly, our Employment Information Centre dealt with the enquiries and needs of 31,394 visitors this year.

Employee Mobility

Considerable competition prevails among employees seeking promotion, lateral and occasionally lower paying transfer opportunities—a trend accompanied by notable incidence of staffing-related employee grievances. This underscores the need for the implementation of improved employee development and transfer programs. There were 221 employee transfers this year, while 22 employee grievances were lodged under the Job Posting article of collective agreements. Seventeen grievances have been resolved without recourse to adjudication; two have been referred to adjudication and one remains outstanding pending completion of the grievance procedure set out in collective agreements.

Counselling and Placement of Surplus and Long Term Disability Employees

Surplus Employees—It is encouraging to report that fewer employees

received notice of layoff this year than last (namely; 14 individuals this year by comparison to 78 persons the previous year). The Division continues to place highest priority upon identifying re-employment options for affected staff, 4 of whom have been placed in alternative employment to-date.

Long Term Disability Program Employees—We are now experiencing and welcome the rehabilitation of employees previously disengaged from active employment through disability. As with surplus employees, programs to systematically reintegrate these staff members within the Civil Service workforce will be diligently administered.

Program Planning

Program directions and priorities continue to be shaped in recognition of Government's Program Planning Strategies.

Management and Supervisory Training—Training of Civil Service managers and supervisors is clearly acknowledged as an essential prerequisite to strengthening departmental management accountability for staffing decisions, in order to ensure those involved in staff selection are equipped with the skills necessary to effectively discharge their responsibilities. The Division delivered five such training sessions this year.

Administrative Systems Reform—Systems of competition administration are being refined to better manage staffing-related workload and more efficiently discharge program responsibilities. The Division, through a 6-month secondment, has assigned a staff member to oversee the design of an automated Applicant Tracking System scheduled for implementation in Oct. 1988.

Executive Recruitment and Succession Planning—The Division continues to experience a greater departmental demand for staffing assistance in filling executive and senior management positions. This emphasizes the need for upgrading of staffing services to focus more specifically to meet this requirement.

APPOINTMENTS (BY DEPARTMENT)

April 1, 1987—March 31, 1988

DEPARTMENT	TOTAL
Advanced Education & Job Training	54
Agriculture & Marketing	45
Attorney General	52
Auditor General	4
Civil Service Commission	5
Community Services	102
Consumer Affairs	8
Culture, Recreation & Fitness	3
Education	30
Emergency Measures Organization	1
Environment	8
Finance	35
Fisheries	9
Government Services	39
Health & Fitness	44
Housing	10
Human Rights Commission	1
Industry, Trade & Technology	12
Labour	12
Lands & Forests	51
Legislative Counsel	—
Management Board	—
Mines & Energy	22
Municipal Affairs	14
Nova Scotia Commission on Drug Dependency	23
Nova Scotia Hospital	101
Office of the Speaker	5
Ombudsman's Office	—
Policy Board	2
Premier's Office	—
Purchasing Agency	2
Solicitor General	2
Status of Women	4
Tourism & Culture	5
Transportation & Communication	32

Victoria General Hospital	367
Workers Compensation Appeal Board	1
TOTAL	1105

APPOINTMENTS (BY PAY PLAN)

April 1, 1987—March 31, 1988

PAY PLAN	TOTAL
Administrative Support (AS)	26
Clerical (CL)	291
Dental (DPP)	—
Educational "A" (EDA)	9
Educational "C" (EDC)	13
Health Services "A" (HSA)	32
Health Services "B" (HSB)	56
Health Services "N" (HSN)	227
Laboratory Services (LS)	1
Management (MCP)	93
Maintenance & Operational Services (MOS)	29
Medical Services (MS)	5
Pathologists (PA)	1
Professional (PR)	141
Service (SE)	49
Technical (TE)	132
TOTAL	1105

AFFIRMATIVE ACTION

Objectives

The Government of Nova Scotia actively supports the principle of equal opportunity through the Affirmative Action Program which ensures that visible minorities, the physically disabled and women have equal opportunities for employment in the Nova Scotia Civil Service.

Together, the principles of merit and equal opportunity ensure that everyone has an equal chance to enter and advance in the civil service.

Affirmative Action is simply the way in which this policy is put into practice. It consists of a number of positive measures which are designed to ensure that all qualified individuals are considered on an equal basis for employment and promotional opportunities.

The objective of the Affirmative Action Program is to improve the representation of blacks, aboriginal people and the physically disabled and women in all occupational groups and at all levels of the Nova Scotia Civil Service.

Program Highlights

Staff of the Affirmative Action section provided career information sessions to target group persons in the South Western region of the province as well as the Cape Breton region. As a result of the awareness sessions, the affirmative action skills inventory was increased to include additional qualified applicants.

Discussions were held with the federal Public Service Commission regarding employment equity in the work force.

The Department of Education and target group organizations continued to assist the affirmative action section identify summer students. The Civil Service Commission compiled an affirmative action summer student list to be considered by Provincial Government departments for possible employment opportunities for minority students.

Positive steps were taken to increase the representation of women in the various occupational categories in the civil service.

Program staff worked diligently to give effect to affirmative action objectives by:

- providing career information/counselling to people in the target groups concerning available positions in the Nova Scotia Civil Service and the employment application process
- recruiting and referring qualified target group applicants to competitions for civil service positions
- providing individual employment counselling to target group applicants and employees
- making presentations to community orgranizations and conducting workshops on employment opportunities and job search techniques
- reviewing employment policies and monitoring competitions to ensure equal opportunity for all applicants
- conducting workshops and seminars for senior management in the Nova Scotia Civil Service to make them aware of the need for affirmative action, the nature of the Affirmative Action Program, and their role in its implementation
- networking with government departments, educational institutions, community and volunteer oprganizations representing the designated target group people
- providing career development information for target group employees
- maintaining up-to-date statistical data related to affirmative action policies
- assisting departments in filling temporary, casual and summer vacancies as well as permanent positions
- during the year, conducting approximately 300 interviews with target group people
- contacting and inviting applications of 570 affirmative action students for possible summer employment opportunities with government departments

— assisting outside organizations searching for qualified candidates for employment in the private sector

Training and Employment Initiatives Program for Disabled Persons

In April of 1987, Cabinet approved a program aimed at assisting persons with disabilities to gain meaningful employment in the provincial civil service. This program is administered by a Committee of representatives from the Civil Service Commission, Department of Community Services and Advanced Education and Job Training.

Program Description

The program is based on on a work experience model with five days of training and a period (maximum of six months) of on-the-job training within a provincial government department.

Remuneration in the form of a training allowance for participants is provided by the Disabled Persons Training Program of the Department of Advanced Education and Job Taining.

The overall objective is to engage thirty disabled persons in the program. The program contains two-phases—permitting fifteen disabled persons to participate in each phase.

Program Implementation

A Program Coordinator was appointed.

Departments and agencies of government were requested to submit projects to which persons with disabilities could be assigned. A total of ninety-eight projects were forwarded for consideration in several provincial locations.

Fifteen participants were selected for the first phase of the program which ran from July 1987 until January 1988. Placements were based on factors such as regional distribution, departmental representation, nature of the projects and qualifications of available applicants. As four participants were successful in obtaining employment early in Phase One, their program places were refilled, thus permitting a total of nineteen participants for Phase One.

Phase Two began in Janaury 1988 and will end in July 1988.

Every effort is made to assist the program participants in obtaining either permanent or casual employment with in the civil service.

Results of Phase One

Number of participants	19
Permanent civil service positions	2
Permanent Employment outside civil service	2
Casual civil service employment	8
Casual employment outside civil service	2
Total achieving employment	14

AFFIRMATIVE ACTION
PAY PLAN DISTRIBUTION
(BLACKS, ABORIGINALS, DISABLED)
1987/88

Pay Plan	Blacks	Aboriginals	Disabled
Administrative Support	7	0	2
Clerical	69	4	28
Dental Services	0	0	0
Education	1	0	3
Health Services "A"	26	0	1
Health Services "B"	6	0	1
Health Services (Nursing)	8	1	0
Management Compensation	11	1	11
Maintenance	9	0	4
Medical	0	0	0
Pathologists	0	0	0
Professional	18	0	6
Services & Related	32	1	10
Technical	28	1	9
TOTALS	215	8	75

CIVIL SERVICE REPRESENTATION
(BLACKS, ABORIGINALS, DISABLED)
1987/88

	Blacks	Aboriginals	Disabled
1984	204	5	50
1985	207	6	55
1986	202	7	52
1987	208	7	54
1988	215	8	75

OCCUPATIONAL DISTRIBUTION BY SEX
NOVA SCOTIA CIVIL SERVICE
March 1988

	NUMBER		PERCENTAGE OF TOTAL CATEGORY	
	Male	Female	Male	Female
Administrative Support	8	322	2	98
Clerical	185	2,233	8	92
Dental Services	2	0	100	—
Education "C"	299	91	77	23
Health Services "A"	137	276	33	67
Health Services "B"	94	389	19	81
Health Services (Nursing)	44	1,153	4	96
Laboratory Scientists	4	—	100	—
Management Compensation Plan	973	358	73	27
Maintenance Operational	478	10	98	2
Medical Services	28	8	78	22
Pathologist	8	5	62	38
Professional	781	346	69	31
Service	131	274	32	68
Technical	1,344	342	80	20
TOTALS	4,516	5,807	44	56

SALARY DISTRIBUTION BY SEX
Nova Scotia Civil Service
March 1988

	NUMBER		PERCENTAGE	
	Male	Female	Male	Female
Below $25,000	1,057	3,222	24	76
$25,000–$30,000	882	1,490	37	63
$30,001–$35,000	873	560	61	39
$35,001–$40,000	540	259	68	32
More than $40,000	1,152	238	83	17

CIVIL SERVICE SEPARATIONS—1988

Blacks	Aboriginals	Disabled	Total
13	0	1	14

CASUAL SEPARATIONS—1988

Blacks	Aboriginals	Disabled	Total
18	2	8	28

— 2 casual persons became probationary employees (Blacks)
— 3 persons (Blacks) were casual conversions
— 1 casual person became probationary employee (Disabled)

AFFIRMATIVE ACTION CIVIL SERVICE APPOINTMENTS

Blacks	19
Aboriginals	1
Disabled	4

AFFIRMATIVE ACTION CASUAL APPOINTMENTS

Blacks	22
Aboriginals	2
Disabled	18

AFFIRMATIVE ACTION SUMMER APPOINTMENTS

Blacks	28
Aboriginals	2
Disabled	2

Total of 98 Affirmative Action appointments.

WORKSHOP / OUTREACH VISITS / CAREER INFORMATION SESSIONS

Canadian National Institute for the Blind	1
Dartmouth Work Activity	1
MicMac Friendship Centre	1
Halifax Board of Trade Youth Project	3

D.A.S.C. Industries	2
Metro Outreach for the Deaf	1
Native Council of Nova Scotia	1
Atlantic Provinces Resource Centre for the Visually Impaired	1
Adult Vocational Training Centre	2
Training and Employment Initiatives Program for Disabled Persons	4
Workshop—"Planning for Tomorrow Today"	1
Sydney / Digby—Affirmative Action Interviews	2
Dalhousie University—Affirmative Action Committee	1
Public Service Commission—Employment Equity	1
TOTAL	22

HUMAN RESOURCES DEVELOPMENT

The Human Resources Development Section provides the following programs and services to departments and agencies of the Nova Scotia government:

- the Service-wide Staff Training and Development Program consists of short courses and seminars designed to meet training needs common to all departments and agencies. This program provides training in managerial and supervisory skills; clerical skills; communication skills; and microcomputer skills.

- the Management Development and Supervisory Development Programs are modular training programs consisting of a series of training events scheduled over a period of two years and one year, respectively. Selection of participants is based on the recommendation of applicants by the Deputy Minister as well as selection criteria respecting prior experience, performance, and classification level.

- department-based training is provided to departments upon request. These training events are designed to meet the specific requirements of the individual department or work unit concerned.

- human resources development consulting services are provided upon request to assist departments in such areas as assessment of training needs, design of training events, identification of training resources, and design and implementation of performance appraisal systems.

- the unit also administers policies concerning staff training, educational leave and secondment.

Human Resources Development Activities

Overview

The overall volume of program delivery decreased slightly from the previous year in 1987 / 88. There was 18 percent decrease in the total number of training events and a ten percent decrease in total days of training provided.

The total number of participants in training, however, decreased by only two percent, indicating a somewhat higher participation rate per training event in 1987 / 88 as compared with 1986 / 87.

	1986 / 87	1987 / 88	% change
Number of Training Events	151	124	-18.0%
Number of Training Days	278	249.5	-10.0%
Number of Participants	1,864	1,835	- 2.0%

Management Development Program

The first group of managers selected for this program in May 1985 completed the last of the program's nine modules in October 1987. Two other groups (totalling 40 managers) are currently participating in the program bringing the total number of managers who have completed or are currently enrolled in the program to 60.

Initial program evaluation results have been very positive and following some modification of program content and design, 40 additional managers will enter the program during 1988 / 89.

Supervisory Development Program

Two additional groups of 20 participants each entered the Supervisory Development Program during 1987 / 88, bringing the total number of current participants and graduates of this program to 100.

Service-wide Staff Training and Development Program

Despite the decreases noted previously with respect to the overall level of training activity, the total volume of service-wide training slightly exceeded that of 1986/87. The number of service-wide training events increased from seventy-eight to eighty, while the number of participants increased from 1,011 in 1986/87 to 1,240 in 1987/88.

Increased participation was particularly notable in the categories of *management/supervisory training* and *microcomputer skills training*. The number of participants in management or supervisory training events increased by 89 percent from 123 participants in 1986/87 to 232 participants in 1987/88. Participation in microcomputer skills training increased by 33 percent from 352 participants in 1986/87 to 467 participants in 1987/88.

New training courses offered through the Staff Training and Development Program during the last year include: Productivity Improvement Techniques, Telephone Techniques, and DOS (Disk Operating System),

as well as a modular Chief Clerk Development Program consisting of eight training courses specifically designed to meet the needs of senior clerical staff.

Performance Appraisal Training and Consulting Services

Training and consulting services to assist departments in the design and implementation of performance appraisal and performance management systems continued to be a priority area of activity during 1987/88.

Training and/or consulting assistance was provided upon request to six departments and agencies. Department-based performance appraisal training and consulting services accounted for 20.5 staff person days in 1987/88, as compared with 22.5 person days in 1986/87.

Department-based Training

This area of program delivery was the component most affected by the temporary reduction of Human Resources Development staff during 1987/88 because virtually all department-based training events are delivered by Human Resources Development staff. The number of department-based training events decreased by 47 percent from 43 training sessions involving 733 participants in 1986/87 to 23 sessions involving 475 participants in 1987/88.

Requests by departments for internal training focused primarily upon Public Contact Skills training which accounted for half of all the department-based training sessions. Other training sessions requested by departments included Training for the Trainer, Presentation Skills, Performance Management, and Conducting Meetings.

A notable development during the last year has been the implementation by three departments (Municipal Affairs, Health and Fitness, and Community Service) of their own modular supervisory and management programs. These programs are modeled on the central Management Development and Supervisory Development Programs with consulting assistance from Human Resources Development staff.

Educational Leave Program

The Human Resources Development Section administers the Educational Leave Policy, which is designed to enable departments to meet requirements for those skills which can be most effectively and economically acquired by means of educational leave.

Thirty-six applications for educational leave were approved during 1987/88. This represents a substantial decrease of 28 percent from the 50 educational leaves granted during the previous year.

The greatest number of educational leaves (25 or 69 percent) were granted for the purpose of professional development of Health Services staff through in-service training programs conducted by the Victoria General and Nova Scotia Hospitals.

Educational leave may be granted with full salary, partial salary or without salary, depending upon the degree to which the training is considered esential to the department's operations. The distribution of educational leaves, by department and percentage of salary, is indicated below:

EDUCATIONAL LEAVES

APRIL 1, 1987–MARCH 31, 1988

	Percentage of Salary			
Department	100%	50%	0%	Total
Agriculture & Marketing		3		3
Health & Fitness			1	1
Human Rights Commission			1	1
Lands & Forests	1			1
Nova Scotia Hospital	2		1	3
V.G. Hospital	23		4	27
Total	26(72.2%)	3(8.3%)	7(19.4%)	36(99.9%)

Additional highlights of 1987/88

- during the last year, substantial efficiency gains have been achieved as a result of computerization of most of the clerical operations which support human resources development programs (applicant registration, correspondence, printing of certificates, invoicing, and generation of management reports).

- a proposal on Senior Management Development has been prepared and following further consultation at the Deputy and senior manage-

ment levels, it is anticipated that components of this program will be introduced during 1988/89.

- strategic priorities were established by the Government of Nova Scotia in 1987/88 based on a government-wide strategic planning process initiated the previous year. The strategic priorities placed strong emphasis on the role of human resources development in improving effectiveness in the internal management of government, and reinforced current initiatives with respect to management and supervisory development, communication skills training, management of employee performance, productivity improvement skills, public contact skills, and microcomputer skills. It is anticipated that the information generated by the strategic planning process will enable future human resources development programming to contribute more directly to the realization of government priorities and thereby have a more significant impact on government effectiveness.

HUMAN RESOURCES DEVELOPMENT ACTIVITIES
April 1, 1987–March 31, 1988

OFFERINGS	TRAINING DAYS	NO. OF PARTICIPANTS M.	F.	TOTAL	NO. OF TRAINEE PERSON DAYS
Service Wide Training Program					
Management/Supervisory					
Management Orientation Program					
1	3.0	18	5	23	69.0
Managing Performance					
1	2.0	11	5	16	32.0
Productivity Improvement Techniques					
1	2.0	8	3	11	22.0
Situational Leadership (Managers)					
2	5.0	19	4	23	57.5
Situational Leadership (Supervisors)					
3	7.0	31	8	39	92.0
Staff Relations for Managers					
4	8.0	45	10	55	110.0
Supervisory Skills					
4	16.0	46	19	65	260.0
16	43.0	178	54	232	642.5
Communication—Interpersonal Skills					
Conducting Meetings					
1	2.0	8	5	13	26.0
Making Effective Presentations					
1	2.0	7	6	13	26.0
Management Communications					
1	3.0	7	6	13	39.0
Public Contact & Communications					
1	2.0		20	20	40.0
4	9.0	22	37	59	131.0
Communication—Writing & Reading Skills					
Intensive Speedreading					
1	2.0	11	4	15	30.0

OFFERINGS	TRAINING DAYS	NO. OF PARTICIPANTS M.	F.	TOTAL	NO. OF TRAINEE PERSON DAYS
Report Writing					
1	2.5	7	6	13	32.5
Writing Effective Letters & Memos					
3	6.0	25	16	41	82.0
5	10.5	43	26	69	144.5
Clerical/Secretarial Development					
Basic Bookkeeping Skills					
2	2.0	2	17	19	19.0
Business Writing Skills					
2	4.0	3	21	24	48.0
Chief Clerk Development Program (Module 1)					
1	2.0		12	12	24.0
Office Procedures Improvement Skills					
1	2.0		14	14	28.0
Professional Development for Secretaries					
2	6.0		27	27	81.0
Public Contact Skills for Support Staff					
2	4.0	1	28	29	58.0
Telephone Techniques					
1	1.0		16	16	16.0
11	21.0	6	135	141	274.0
Information Processing Skills					
DOS (Disk Operating System)					
2	4.0	32	15	47	94.0
Introduction to Lotus 1-2-3					
4	8.0	37	31	68	136.0
Introduction to Using the Microcomputer					
10	20.0	100	88	188	376.0
Introduction to Wordprocessing with Wordperfect					
4	8.0	5	57	62	124.0
Introduction to dBase III					
4	8.0	30	25	55	110.0
Lotus 1-2-3 Writing & Running Programs					
2	4.0	13	11	24	48.0

OFFERINGS	TRAINING DAYS	NO. OF PARTICIPANTS M.	F.	TOTAL	NO. OF TRAINEE PERSON DAYS
dBase III—Writing & Running Programs					
2	4.0	16	7	23	46.0
28	56.0	233	234	467	934.0
Occupational Health and Safety					
Defensive Driving					
1	1.0	12	3	15	15.0
Emergency First Aid/Heart Saver					
4	6.0	36	33	69	103.5
5	7.0	48	36	84	118.5
Other					
Evidence Giving & Court Procedures					
3	6.0	46	3	49	98.0
Managing Time					
2	2.0	18	11	29	29.0
Pre-Retirement Planning					
6	12.0	67	43	110	220.0
11	20.0	131	57	188	347.0
TOTAL SERVICE-WIDE TRAINING PROGRAM					
80	166.5	661	579	1,240	2,591.5
Department-Based Training					
Orientation to the Central Agencies					
1	2	8	12	20	40
Public Contact Skills					
6	12	80	41	121	242
Public Contact Skills					
3	3	19	18	37	37
Conducting Meetings					
1	1	35	30	65	65
Training for the Trainer					
4	8	10	72	82	164

OFFERINGS	TRAINING DAYS	NO. OF PARTICIPANTS M.	F.	TOTAL	NO. OF TRAINEE PERSON DAYS
Stress Management					
2	1	—	50	50	25
Performance Management					
1	2	10	8	18	36
Pre-Retirement Planning					
1	2	—	20	20	40
Conducting Meetings					
1	.5	15	5	20	10
Introduction to Supervision					
1	3	6	12	18	54
Making Presentations					
1	1	12	—	12	12
Communications					
1	1	10	2	12	12
TOTAL DEPARTMENT-BASED TRAINING					
23	36.5	205	270	475	737
MODULAR DEVELOPMENT PROGRAMS					
Management Development Program					
8	18.5	53	7	60	396.5
Supervisory Development Program					
13	28	42	18	60	560
TOTAL MODULAR DEVELOPMENT PROGRAM					
21	46.5	95	25	120	956.5
GRAND TOTAL					
124	249.5	961	874	1,835	4,285

APRIL 1, 1987—MARCH 31, 1988
DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCES DEVELOPMENT ACTIVITIES BY DEPARTMENT

Department/Agency	Service-Wide Training		Modular Training Programs		Department-based Training		Educational Leave		Total	
	N	%	N	%	N	%	N	%	N	%
Advanced Education & Job Training	128	10.3	6	5.1	—	—	—	—	134	6.0
Agriculture & Marketing	25	2.0	3	2.6	—	—	3	8.3	31	1.4
Attorney General	47	3.8	7	6.0	27	3.2	—	—	81	3.7
Art Gallery of N.S.	1	.1	—	—	—	—	—	—	1	.1
Auditor General	3	.3	—	—	—	—	—	—	3	.1
Cabinet Secretariat	1	.1	1	.9	—	—	—	—	2	.1
Civil Service Comm.	8	.7	2	1.7	—	—	—	—	10	.5
Community Services	25	2.0	6	5.1	17	2.0	—	—	48	2.1
Consumer Affairs	11	.8	1	.9	—	—	—	—	12	.7
Drug Dependency	22	1.7	5	4.3	—	—	—	—	27	1.2
Education	58	4.7	9	7.7	—	—	—	—	67	3.0
Environment	29	2.3	2	1.7	22	2.6	—	—	53	2.3
Executive Council	1	.1	—	—	—	—	—	—	1	.1
Finance	45	3.6	9	7.7	—	—	—	—	54	2.4
Fisheries	8	.6	—	—	—	—	—	—	8	.3
Government Services	27	2.3	6	5.1	—	—	—	—	33	1.4
Health & Fitness	65	5.2	8	6.8	121	14.5	1	2.8	195	8.7
Housing	35	2.8	4	3.4	65	7.8	—	—	104	4.6
Human Rights	9	.8	1	.9	—	—	1	2.8	11	.6
Industry, Trade & Tech	8	.7	6	5.1	—	—	—	—	14	.7
Labour	10	.8	—	—	—	—	—	—	10	.5

APRIL 1, 1987—MARCH 31, 1988
DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCES DEVELOPMENT ACTIVITIES BY DEPARTMENT

Department/Agency	Service-Wide Training		Modular Training Programs		Department-based Training		Educational Leave		Total	
	N	%	N	%	N	%	N	%	N	%
Lands & Forests	197	15.8	7	6.0	—	—	1	2.8	205	9.2
Management Board	—	—	1	.9	—	—	—	—	1	.1
Mines & Energy	18	1.4	5	4.3	—	—	—	—	23	1.0
Municipal Affairs	57	4.6	6	5.1	155	18.6	—	—	218	9.7
Municipal Board	1	.1	—	—	—	—	—	—	1	.1
N.S. Hospital	31	2.5	1	.9	—	—	3	8.3	35	1.5
Office of the Premier	1	.1	—	—	—	—	—	—	1	.1
Ombudsman's Office	—	—	—	—	—	—	—	—	—	—
Purchasing Agency	10	.8	—	—	—	—	—	—	10	.5
Small Business Development	8	.7	2	1.7	—	—	—	—	10	.5
Status of Women	4	.3	—	—	—	—	—	—	4	.1
Tourism & Culture	31	2.5	5	4.3	—	—	—	—	36	1.6
Transportation & Comm.	203	16.5	12	10.3	28	3.5	—	—	243	11.0
V.G. Hospital	6	.3	2	1.7	40	4.8	27	75.0	75	3.2
Workers Compensation	32	2.7	—	—	—	—	—	—	32	1.4
Total	1165	94.0	117	100.2	475	57.0	36	100.0	1793	80.5
Non Civil Service	75	6.0	—	—	359	43.0	—	—	434	19.5
Grand Total	1240	100.0	117	100.2	834	100.0	36	100.0	2227	100.0

CO-OPERATIVE EDUCATION EMPLOYMENT PROGRAM

The Civil Service Commission's Co-operative Education Program was initiated in January 1981 to assist departments and agencies in providing career-related work experience opportunities for students enrolled in the co-operative education programs recently established by Nova Scotia universities.

The unique feature of the co-operative education model is that students spend alternate semesters in the classroom and in the workplace, thereby acquiring both academic and practical training. By the time the students graduate, they have already accumulated considerable practical experience and are therefore of greater value to prospective employers.

The co-operative education model also creates linkages between the universities and business and industry, resulting in an educational system which is more attuned to and better able to satisfy current labour market needs.

Program Utilization

During 1987/88, a total of 24 co-op positions of four months duration were created in 18 departments and agencies. The students employed represented four Nova Scotia universities—Mount Saint Vincent, Dalhousie, Acadia and University College of Cape Breton. The co-op students in greatest demand by government departments were those enrolled in Computer Science, Business Administration, and Public Relations.

Program Effectiveness

Ongoing program evaluation indicates that the program is continuing to achieve its dual objective of enabling departments to meet short-term requirements for specialized skills and providing students with career-related work experience opportunities.

TABLE 1
DISTRIBUTION OF CO-OP STUDENT POSITIONS
BY DEPARTMENT/AGENCY

Department/Agency	No.	%
Advanced Education & Job Training	1	4.2
Agriculture & Marketing	2	8.2
Community Services	2	8.2
Consumer Affairs	1	4.2
Education	1	4.2
Environment	1	4.2
Finance	2	8.3
Fisheries	1	4.2
Health & Fitness	1	4.2
Lands & Forests	1	4.2
Municipal Affairs	2	8.3
Nova Scotia Hospital	1	4.2
Office of the Ombudsman	1	4.2
Small Business Development	2	8.3
Sport & Recreation Commission	1	4.2
Tourism & Culture	2	8.3
Transportation	1	4.2
Victoria General Hospital	1	4.2
Total	24	100.0%

TABLE 2
DISTRIBUTION OF CO-OP STUDENTS
BY COURSE OF STUDY

Course of Study	No.	%
Business Administration	7	29.1
Computer Science	5	20.8
Public Relations	4	16.7
Environmental Technology	2	8.3
Data Processing Technology	2	8.3
Public Administration	1	4.2
Home Economics	1	4.2
Chemical Technology	1	4.2
Urban/Rural Planning	1	4.2
Total	24	100.0%

TABLE 3
DISTRIBUTION OF CO-OP STUDENTS
BY EDUCATIONAL INSTITUTION

Educational Institution	No.	%
Mount Saint Vincent University	11	45.9
University College of Cape Breton	6	25.0
Acadia	3	12.5
Dalhousie	2	8.3
Technical University of Nova Scotia	2	8.3
Total	24	100.0%

COMPENSATION DIVISION

Management Compensation

An overall salary policy adjustment, effective April 1, 1987, was provided for employees classified under the Management Compensation Plan (MCP). This adjustment provided for an across-the-board increase of 3 percent for this group of approximately 1,300 managers and non-bargaining professionals distributed throughout the various departments and agencies of government.

Maintenance of the internal equity, as provided through the job evaluation process for positions in the Management Compensation Plan, continues to be ensured by the ongoing utilization of committees of senior management people from all government departments. The Deputy Ministers' Maintenance Committee continues to oversee the evaluation of benchmark positions, and considers the impact of major organizational reviews. There are also three sub-committees that meet to consider positions not designated as benchmarks.

Overall this year, 42 new positions were established, 15 existing positions were upgraded, 3 positions were downgraded, 6 positions were deleted and 6 positions were reviewed with no resulting change in classification.

The Commission would again like to acknowledge the cooperation of the deputy ministers and departmental representatives who participate with us in this process that is so important to the ongoing maintenance of the system.

Position Evaluation—Bargaining Unit and Other Non-MCP Positions

Effective May 25, 1987, the Commission implemented the results of the bargaining unit classification study which was initiated in 1983. This involved a major rationalization of the classification plan in effect for five major groups: Clerical and Related (2,408 employees), Professional (1,131 employees), Technical (1,687 employees), Health Services "B" (481 employees), Educational (390 employees).

Since the previous system had been in place for a number of years without a major upgrading there were a number of positions found to be over-evaluated or under-evaluated and appropriate steps were taken to attempt to correct these anomalies.

Although the classification processes used for determining the relative worth of bargaining unit positions had for some time been identified as in need of review, the major impetus came from an agreement to provide a classification appeal system for bargaining unit employees.

As a result of establishing the Classification Appeal Tribunal bargaining unit employees can now, if he/she believes that the position he/she occupies is improperly classified, appeal directly to the Civil Service Commission requesting a review of his/her classification. If the employee does not accept the decision of the Commission, he/she can lodge an appeal to the Classification Appeal Tribunal.

This Tribunal consists of: Mr. Brian Maloney (Management nominee), Mr. John D'Orsay (Union nominee), and Chairman Mr. Bruce Outhouse, Q.C..

In addition to the major study addressed earlier in the report, the Division maintained its ongoing classification activity with the following:

- 331 positions were established, upgraded, downgraded or deleted to accommodate the redefinition of functions across government.
- 841 persons were reclassified because of promotion to more responsible positions and/or as a result of the upgrading of their qualifications.
- 1,287 Management Board requests for additional and replacement positions were processed and recommendations were made by the Division.

Benefits

The Division continues to monitor the level of benefits available to employees within the Civil Service to determine whether an acceptable relationship exists. This is particularly important when looking at the level of benefits and working conditions available to nonbargaining employees in comparison to the level of benefits enjoyed by the employees covered by the various collective agreements within the civil service.

The administration of the Long Term Disability Plan, a self insured plan administered by a Board of Trustees with equal representation from the N.S.G.E.U. and the government, is proving to be an extremely valuable benefit for employees. The Trustees are constantly reviewing things to ensure that the plan will continue to be able to meet the long term needs of the participants.

Compensation Research

The Compensation Division maintains an active program of compensation research to support the Civil Service Commission's collective bargaining, management compensation and classification functions. As the central compensation authority for the provincial government, we continue to be called on by a number of private and public organizations for information on salary levels and benefits available to civil servants. In addition, because of the size and diversity of the civil service and the expertise we employ in the area of compensation, we are often requested to provide advice and assistance to other government and quasi-government institutions and agencies that are not part of the regular civil service.

Committees

The staff of the Compensation Division participated in the following committees:

- the Joint Salary Committee of the Department of Health and the Nova Scotia Association of Health Organizations
- various collective bargaining committees
- committees charged with the responsibility of evaluating and classifying all positions under the management compensation system

Staff Training and Development

The staff of the Compensation Division participated in various training programs, which offered skills enabling the staff to provide a wide range of services to various departments of government.

These courses varied in length and subject matter, and approval to participate in them is based on our desire to maximize the benefits of training within a limited training budget.

TABLE I

POSITIONS REVIEWED BY PAY PLAN
1987–1988

Pay	Plans	Established	Higher	Lower	Delete	Title Change	No Change
CL	Clerical	78	15		13	1	4
AS	Administrative Support	11	2				2
DPP	Dental Services						
EDC	Education	15			2		
HSA	Health Services "A"				1		
HSB	Health Services "B"						
HSN	Health Services "N"	4			3		
LS	Laboratory Scientist						
MOS	Maintenance	15	3		1		
MS	Medical	1					
PA	Pathologist						
PR	Professional	77	8		13		1
SE	Service Related	3			1		
TE	Technical	43	7	2	13		1
MCP	Management Compensation	42	15	3	6	1	6
	TOTAL	289	50	5	53	2	14

TABLE II

CIVIL SERVICE COMMISSION

SUMMARY OF PERIODIC PAY REVIEWS
FOR
NON-BARGAINING CLASSES

Employee Group	Effective Date	No. of Employees	Increase	Approximate Cost
Administrative Support (AS)	20/12/87	320	3.55% across the board	$254,623
Management Compensation Plan (MCP)	27/03/88	1,308	3.41% across the board	$1,967,457

Medical Services (MS)	27/03/88	36	3.41% across the board	$91,721
Laboratory Scientists (LS)	27/03/88	4	3.41% across the board	$9,276
Dental Services (DPP)	27/03/88	3	3.41% across the board	$5,848

TABLE III

CIVIL SERVICE COMMISSION

APPOINTMENTS & SEPARATIONS BY STATUS
April 1, 1987–March 31, 1988

STATUS	APPOINTMENTS	SEPARATIONS
Casual Conversions	83	
Temporary/Summer	30	30
Temporary	66	23
Term	92	17
Probationary/Permanent	642	656
TOTAL	913	726

TABLE IV

CIVIL SERVICE COMMISSION

Reason for separations of permanent, probationary, term, temporary and temporary summer employees from the Civil Service during the fiscal year 1987–1988.

REASON	PERMANENT	PROBATIONARY	TERM	TEMPORARY	SUMMER	TOTAL
Relocation	99	24	1	5	—	129
Marriage	4	—	—	—	—	4
Pregnancy	10	1	—	1	—	12
Continue further education	29	7	—	—	1	37
Travel	2	1	—	—	—	3
Self employment	—	—	—	—	—	—
Working Environment	9	3	—	1	—	13
Conditions of employment	—	1	—	—	—	1
Another position	127	25	5	1	2	160
Left without notice	—	—	—	—	—	—
Unsuited for position	2	9	—	—	—	11
Illness	2	2	—	—	—	4
Over 65	39	5	2	—	—	46
Deceased	18	—	—	—	—	18
Elective retirement	50	1	—	—	—	51
Project completed	—	—	—	—	—	—
Summer employment	—	—	—	—	26	26

TABLE IV

CIVIL SERVICE COMMISSION

Term employment	—	—	3	—	—	3
Temporary employment	—	—	—	12	—	12
Appointment cancelled	—	1	—	—	—	1
Personal	161	24	6	3	1	195
Position redundant	—	—	—	—	—	—
TOTAL	552	104	17	23	30	726

TABLE V

CIVIL SERVICE COMMISSION

Number of temporary, term, probationary and permanent Civil Service employees as of March 31, 1988.

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Agriculture & Marketing					
Field Services	—	—	290	290	
Agricultural College	—	1	180	181	471
Attorney General	—	10	553	563	563
Consumer Affairs	—	2	85	87	87
Culture, Recreation & Fitness	—	—	35	35	35
Development	—	17	192	209	209
Education					
General	—	—	177	177	
N.S. Teachers College	—	—	83	83	
N.S. Museum	—	1	78	79	339
Environment	—	10	115	125	125
Finance					
Head Office	—	1	113	114	
Provincial Tax Comm.	—	—	146	146	260
Fisheries	—	—	81	81	81
Government Services					
Finance & Administration	—	—	20	20	
Systems & Computer Srvs.	—	—	154	154	
Information Services	—	2	33	35	
Design & Construction Services	—	—	26	26	
Construction Services	—	—	7	7	
Property Operation Srvs.	—	—	7	7	
Building Services			77	77	
Policy Planning		7	3	10	336
Health					
General	—		518	518	
Victoria General Hospital	35	21	2,411	2,467	
Nova Scotia Hospital	—	17	732	749	
N.S.C.D.D.	—	—	162	162	3,896
Housing	—	1	150	151	151
Labour	—	—	109	109	109
Lands & Forests	—	11	617	628	628
Mines & Energy	—	2	130	132	132
Municipal Affairs	—	6	262	268	268
Public Service					
Legislative Expenses	—	—	1	1	
Executive Council Office Administration	—	—	5	5	

TABLE V

CIVIL SERVICE COMMISSION

Number of temporary, term, probationary and permanent Civil Service employees as of March 31, 1988.

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Civil Service Commission	—	—	59	59	
Management Board	—	—	16	16	
Office of the Premier	—	—	4	4	
Emergency Measures	—	—	9	9	
Government House Admin.	—	—	6	6	
Election	—	—	1	1	
Protocol Office	—	—	2	2	
Auditor General	—	5	26	31	
Education Fund for Black Students	—	—	1	1	
Purchasing Agency	—	—	22	22	
Human Rights Commission	—	—	21	21	
Ombudsmans	—	—	3	3	
Expropriation Compensation Board	—	—	1	1	
Legislative Council	—	—	6	6	
Office of the Speaker	—	—	18	18	
Advisory Council Status of Women	—	1	4	5	
Policy Board	—	—	5	5	
Workers Compensation Appeal Board	—	—	4	4	
Workers Compensation Board			1	1	221
Social Services	—	5	875	880	880
Tourism	—	1	107	108	108
Transportation	—	11	910	921	921
Vocational & Technical Training					
General		11	178	189	
AVTC		9	89	98	
NSIT		7	126	133	
NSNI		2	45	47	
NSCGS		1	22	23	490
TOTAL	35	162	10,113	10,310	10,310

TABLE VI

CIVIL SERVICE COMMISSION

Fiscal Year	Appointments	Separations	No. of Civil Servants as of March 31	Increase/ Decrease over Previous Year	Percent of Increase/ Decrease
1961–1962	1,246	1,102	4,373	—	—
1962–1963	852	982	4,243	-130	-2.9
1963–1964	1,142	946	4,439	+196	4.6
1964–1965	1,237	1,007	4,669	+230	5.2
1965–1966	1,647	1,218	5,098	+429	9.2
1966–1967	1,684	1,038	5,744	+646	12.7
1967–1968	1,978	1,326	6,396	+652	11.4
1968–1969	1,811	1,359	6,848	+452	7.1
1969–1970	1,889	1,422	7,315	+467	6.8
1970–1971	1,620	1,351	7,584	+269	3.7
1971–1972	1,406	1,277	7,713	+129	1.7
1972–1973	1,609	1,395	7,927	+214	2.8
1973–1974	2,060	1,589	8,400	+473	6.0
1974–1975	2,243	1,833	8,808	+408	4.9
1975–1976	2,756	2,447	9,106	+298	3.4
1976–1977	1,799	1,818	9,087	-19	-.2
1977–1978	1,888	1,840	9,135	+58	.6
1978–1979	1,872	1,586	9,421	+286	3.1
1979–1980	1,589	1,506	9,504	+83	.9
1980–1981	1,492	1,470	9,526	+26	.3
1981–1982	1,729	1,492	9,763	+237	2.4
1982–1983	763	879	9,648	-115	-1.2
1983–1984	1,147	763	10,032	+384	3.9
1984–1985	942	848	10,126	+94	.9
1985–1985	861	798	10,189	+63	0.62
1986–1987	854	920	10,123	-66	0.65
1987–1988	913	726	10,310	+187	1.84

STAFF RELATIONS DIVISION

The mandate of the Staff Relations Division is to provide a full labour relations service to the government.

On behalf of the government, the Division negotiates collective agreements with:

- 8,300 bargaining unit civil servants,
- 10,500 public school teachers,
- 450 Community College teachers,
- 3,000 hourly rated employees of the Department of Transportation, and
- 400 corrections officers.

In addition to direct negotiations involving the above noted units of employees, the Division is indirectly involved in the collective bargaining process that determines the terms and conditions of employment for approximately 9,000 hospital employees in the province.

Concurrently with supplying a collective bargaining service, the Division provides an ongoing advisory and consultative labour relations service to all departments and agencies of the government. This aspect of the service includes: interpretation of collective agreements, grievance and adjudication administration, discipline and discharge issues, occupational health and safety advice, joint labour management consultation and management labour relations training.

Civil Service Collective Bargaining

Nine collective agreements, involving negotiations with the Nova Scotia Government Employees Union, were concluded during the last year. Seven of these collective agreements had been earmarked for ratification during the previous year on the strength of Memorandums of Agreement and were ratified by the government and the Union.

The remaining two collective agreements required considerable negotiation to bring about a ratification—in both instances, the main stumbling block to ratification was a demand by the union to effect wage parity between these bargaining unit employees and employees in other bargaining units of the public service.

The union demanded that civil service hospital technicians achieve

wage parity with nurses employed in the civil service. This was finally achieved when the union agreed to increase the weekly hours worked by the technicians to the same level as nurses. The net result was a wage increase of 2.25% in the hourly rate paid to technicians effective on July 1, 1987 in addition to the standard three year wage adjustments reported in last year's report.

The next group of bargaining unit employees to seek wage parity was the civil service teachers and instructors who sought parity with public school teachers having the same or similar qualifications. This was achieved by merging two separate civil service teacher pay plans into one, and through a reclassification process the parity sought by these employees was achieved. This bargaining unit includes academic teachers, trades and technical instructors, and lecturers and professors.

In the third year of each three year collective agreement for the nine civil service bargaining units there is provision for an increase in salary equal to the increase in the consumer price index averaged over the twelve months previous to expiry of the existing pay plans. This meant that employees in the Professional bargaining unit received an increase of 3.55% on December 6, 1987; Clerical, Service and Educational bargaining units received an increase of 3.5% on December 20, 1987; Maintenance and Technical bargaining units received an increase of 3.45% on March 13, 1988; and, Nursing and Health Service technician bargaining units received increases of 3.41% on March 27, 1988.

Negotiations between the government and the union for a collective agreement respecting reimbursement of automobile expenses have begun. The current rate, which was established by an arbitration board, gives employees who use a private automobile on government business a rate of 26.2 cents per kilometer for the first 16,093 kilometers, 24.2 cents per kilometer for kilometrage of 16,093.1 to 24,140 kilometers and 16.1 cents per kilometer for kilometrage in excess of 24,140 kilometers. Employees who are required, as a condition of employment, to provide a automobile, are given an option of cents per kilometer or a monthly allowance of $211.17 per month plus 14.9 cents per kilometer.

Transportation Workers Bargaining

The Canadian Union of Public Employees, which represents hourly rated employees of the Department of Transportation, accepted a three year collective agreement when the employer added the same $200 signing bonus that was given the Clerical, Services and Health Services

"A" bargaining units. The consumer price index formula will not trigger until June, 1988.

Corrections Officers Bargaining

A four year collective agreement expiring March 31, 1990 was concluded between the government and the Police Association of Nova Scotia representing corrections officers employed by the Department of the Solicitor General. The major feature of this collective agreement is that it merges 14 previous collective agreements, each with differing terms and conditions, into one document. The salaries paid to corrections officers will be brought into parity over the four year period. A general increase of 2 percent and 3 percent in the first two years is followed by two years of increases based on consumers price index changes.

Teachers Collective Bargaining

The last year of a three year collective agreement respecting both bargaining units of teachers provides for an increase based on changes in the consumer price index for the month of May, 1988.

Grievances and Adjudications

The following is breakdown of the Division's involvement in the grievance and adjudication process:

Active grievances from previous year	5
New grievances filed	96
Resolved through negotiation	58
Resolved through adjudication	16
Outstanding adjudications at year end	12
Active grievances at year end	45

Of the 45 grievances outstanding at year end, 12 have been, or are scheduled to be heard by adjudicators.

Labour Relations Education

The Staff Relations Division is responsible for the development and delivery of labour relations educational programs for line managers in the civil service. Labour Relations officers from the Division are involved in all aspects of training to ensure that programs are consistent with the labour relations practices of the government.

During the year the Division took part in three, two-day comprehensive labour relations educational programs which included half day sessions on collective agreement interpretation, discipline as a management tool, handling grievances and adjudication, and attendance control. These programs were advertised in a calendar published by the Human Resources Training section of the Commission. In addition, staff of the Division will offer similar educational sessions for a department or group of departments on requested basis.

Staff of the Division were also active in several one-day programs in the Supervisory and Management Development Programs and the Management Orientation programs sponsored by the Commission.

OFFICE SERVICES SECTION

The Commission's Office Services Section is the internal administration arm of the Civil Service Commission. During the past fiscal year the section continued to provide specific services to all departments, boards, commissions and agencies of government. This section again maintained assistance in the area of information on government policies and proper completion of civil service commission forms to implement pay transactions such as appointments, transfers, reclassifications, salary adjustments, status changes, leaves, negotiated increases, extensions, retirements and separations.

There were 20,952 transactions processed through this section for approval and forwarding to the Department of Finance. Approximately 80 percent of these transactions required advisement letters to employees concerned.

The Computer Based Leave and Absence System which the Civil Service Commission introduced the previous year, resulted in an overall decrease in paper flow in the amount of a reduction of 2,100 hard copy documents. The objectives that were set in place with the conception and introduction of the computerized Leave and Absence System are continually being met. Staff of this section give ongoing support to the departments as advisors and auditors of the procedures and policies in place.

In addition to the above transactions, the Office Services Section was also responsible for implementing a further 10,281 salary revisions through the use of the Computer-Based Personnel Administration System. This figure represents the signing of nine contracts for bargaining unit employees and two non-bargaining unit salary increases.

In keeping with this section's responsibility of ensuring that all injuries incurred on duty are reported to the Civil Service Commission, approximately 600 forms were processed and 1,204 phone calls were made to various departments and the Workers Compensation Board.

During the past year the Office Services Section continued to consult with the directors of various divisions for control of budgets and appropriations and for the efficient and economical utilization of equipment and space. Over 1,000 invoices were approved for payment from this section.

The Office Services Section maintains the operation of the Central Registry which houses 14,845 files; 1,845 of which were opened during the past fiscal year. The section acts as liaison with all departments of government in respect to the transfer of personnel documents, retired and resigned records.

Two annual Long Service Award Presentation ceremonies were held at Government House on December 9 and 10, 1987. Seventy-five public servants, representing 20 government departments, who had completed 25 years of service with the Province of Nova Scotia were presented with citations and awards by His Honour, Lieutenant-Governor Alan Abraham.